

Marietta Police Department

2007-08 Strategic Plan



The Difference Makers



Greetings:

We are proud to present the 2007-8 Marietta Police Department Strategic Plan.

The Marietta Police Department (MPD) is a modern progressive law enforcement agency that has achieved a high degree of success, most recently through the unique MSTAR Program. As we proudly proceed with MSTAR, we recognize that we cannot rest on our laurels. Instead, we must continue to innovate and proactively confront new challenges to the quality of life in the Marietta community and continually strive for higher levels of organizational performance excellence. Therefore, we need to periodically reevaluate our priorities; set goals that are challenging but realistic and achievable; find innovative ways to apply resources toward achieving our goals, and consistently measure our progress, both quantitatively and qualitatively. Collectively, this process is known as strategic planning and it is the best possible way for the Marietta Police Department to continue to be a leader in Georgia law enforcement.

Incorporating input gleaned from a series of in-depth planning sessions and discussions with the MPD staff as well as the public and members of City government, the Marietta Police Department senior command staff has developed the 2007-8 Strategic Plan. It is designed not only to lead the department toward greater organizational accomplishment, but also to involve the Department rank and file in the planning process in order to promote department-wide buy-in and a shared sense of mutual purpose. Collectively, we are enthused that the plan will help us achieve new and unsurpassed levels of service to the citizens of the City of Marietta.

Sincerely,

Dan Flynn
Chief of Police



MARIETTA POLICE DEPARTMENT CORE VALUES

Honesty

We are truthful and open in our interactions with each other and with members of our community.

Integrity

We are guided by the fundamental concept of fairness in everything we do in our personal and professional lives.

Respect

We value ourselves, each other, and all members of our community regardless of age, race, gender, appearance, individual beliefs, or lifestyles, always showing understanding and appreciation for our similarities and our differences.

Teamwork

We foster collaboration with our employees and the community in order to achieve shared goals and objectives.

Professionalism

We are proud of our profession and will ensure that our staff is dedicated, highly trained and capable of handling the daily demands of the law enforcement profession.

Loyalty

We will show allegiance to ourselves, our department, the City of Marietta, our community and to those who came before us and sacrificed so much to ensure the safety of our citizens.



Methodology for Goal Setting Process

For any organization to be successful it must have a plan for the future. Planning requires the setting of specific well-conceived goals and objectives developed in such a way that garners the support of members of the organization. A police department is no different. For a police department to effectively carry out its mission to serve and protect the public, goals and objectives must be set that address current and future concerns. Setting sound goals and objectives can make the critical difference in success or failure.

In preparing this document, the Marietta Police Department's staff studied the department's strengths and weaknesses and developed a set of strategic goals that can be achieved over an 18-month period. The goals were intended to have a far-reaching impact in the department and community, but at the same time had to be realistic and achievable. The process of setting and refining these goals was very detailed and labor intensive, requiring a series of meetings and discussions that took over four months to finalize. After a thorough review of the strategic goals with all departmental personnel, they were formally adopted on July 1, 2007.

Setting strategic goals is important but follow-through on those goals is paramount to ensuring that the goals are achieved. In order to ensure that the goals are met, specific groups of individuals within the department have been made accountable for each strategy supporting the goals. Progress toward goal achievement will be measured through quarterly meetings of the department's senior staff where each goal and strategy will be thoroughly reviewed. Any issues that are delaying achievement of certain goals will be studied and addressed when identified. If, during the process of monitoring progress toward goal achievement, it is recognized that a goal or strategy needs to be amended that amendment will take place. It is important that a strategic goal process is a living, breathing instrument as department and community needs change regularly.

Prior to December 31, 2008 department staff will again assess department and community concerns and develop and adopt a new strategic plan. That plan may address some of the same strategic goals mentioned in this document or it may contain an entirely new set of goals and strategies.



It is essential that those who live, work, play and go to school in Marietta feel safe and secure. The men and women of the Marietta Police Department understand that the primary reason law enforcement exists is to create a safe society and for that reason, we maintain a philosophy that “any crime is one crime too many”.

I. GOAL: REDUCE PART I CRIME BY 10%

Strategies

- A. Implement the Crime Free Housing (CFH) Program- The Marietta CFH Program represents “best practices” in policing rental housing complexes. It establishes a partnership between the police department, owners and renters of apartments and residents to reduce narcotics trafficking and other illegal activity on the property.

Performance Measures:

1. Completion of in-house CFH familiarization training.
2. Completion of MPD officer certification.
3. Implement CFH on at least 10 rental-housing properties.

- B. Strengthen Ordinances- Legally defensible, strong, well-designed local ordinances are a very important tool to reduce crime while improving quality of life. The police department will study existing local ordinances for voids that should be filled and methods to strengthen existing ordinances.

Performance Measures:

1. Propose Six Ordinance Improvements to City Council.

- C. Continue Franklin Road Plan Until All Objectives are Achieved- The Franklin Road Plan (Appendix A) is a comprehensive initiative to reduce crime in the Franklin Road Corridor. The police department has been aggressively pursuing the steps within that plan and will continue for the duration of the 2007-08 MPD Strategic Plan.

Performance Measures:

1. Refer to the goals in the Franklin Road Strategic Plan (Appendix A).

- D. Complete & Implement Powder Springs Road Plan- The Powder Springs Road Plan (Appendix B) offers strategies for successfully fighting crime in the Powder Springs Corridor. The police department is committed to seeing this plan through to its completion.

Performance Measures:

1. Refer to the goals in the Powder Springs Rd. Strategic Plan (Appendix B).

- E. Implement MRAP (Marietta Repeat Apprehension Program)- MRAP is designed to identify habitual repeat offenders in Marietta, track those individuals and do whatever is necessary within the law to ensure they not commit additional crimes. The police department will maintain this program and closely monitor repeat offenders identified by MRAP.

Performance Measures:

1. Establish written program procedures.
2. Brief/instruct personnel on the program.
3. Issue public announcement of the program.
4. Identify and maintain suspect lists.
5. Arrest ten habitual repeat offenders based on probable cause developed as a direct result of specific pro-active MRAP activities.

- F. Enhance Field Interview Process- Proper field interviews (FI) emanating from “stop and frisk” situations by officers on the street often results in intelligence that leads to arrests and the clearing of criminal offenses. The police department is committed to enhancing this process to increase our overall effectiveness.

Performance Measures:

1. Complete in-house refresher training of all sworn personnel in the FI process.
2. Equip all detectives and Patrol supervisors with digital cameras to enable field photographs of FI subjects.
3. Arrange the capability of uploading photographs of FI suspects to the Records Management System (RMS) Field Interrogation System.
4. Provide all MPD officers direct access to RMS FI System.

G. Increase Pro-Active Enforcement Activity- Traffic safety checkpoints, saturation patrols and reversals are proven law enforcement strategies for reducing crime and improving quality of life. They result in taking criminals off the street and ensuring a safer community for our citizens.

Performance Measures:

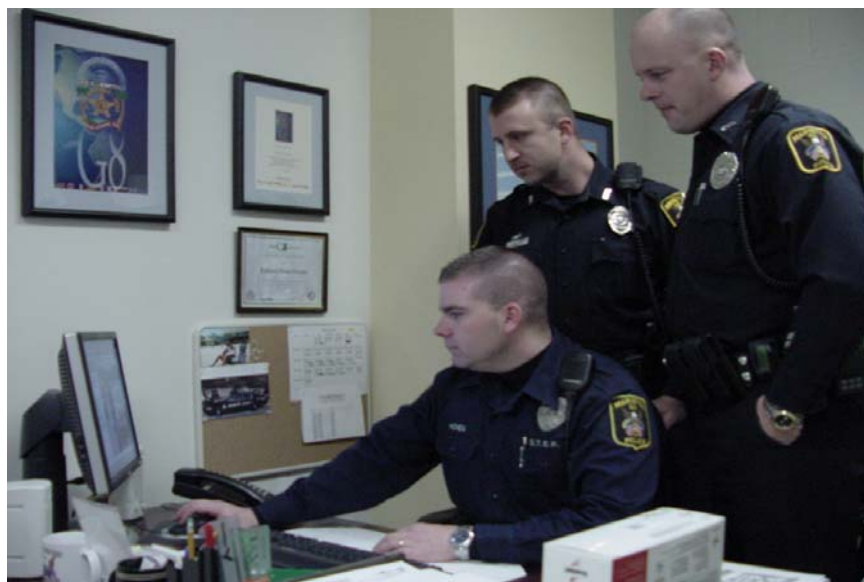
1. Plan and conduct at least one large scale traffic safety checkpoint during each three month period for the duration of this plan.
2. Plan and conduct at least two saturation operations per month.
3. Plan and conduct at least one drug or prostitution reverse-sting operation each three month period for the duration of this plan.

H. Gang Mitigation- Gangs are a problem wherever they exist. Their presence is always associated with criminal activity such as drug dealing, robbery and other offenses. The police department is determined to identify gang members and take the necessary steps to rid them from our community.

Performance Measures:

1. Establish MPD Gang Intelligence System.
2. Provide gang abatement education training to personnel.
3. Evaluate merits and feasibility of GREAT Program.
4. Initiate meetings with surrounding law enforcement agencies to collaborate concerning gang abatement.





The world becomes more technologically advanced every day and the profession of law enforcement is no exception. In order to be an effective police department, cutting edge technology must be utilized to increase efficiency and effectiveness. The Marietta Police Department has consistently stayed abreast of technological advances and will continue to do so in the future.

II. GOAL: IMPROVE TECHNOLOGY

Strategies

- A. Adopt an Electronic Citation Program- Electronic citation programs significantly reduce errors associated with hand-written tickets, speed up the process of issuing a citation and provide for an easy download of information on the citation to a records management system thereby eliminating the need for manual data entry.

Performance Measures:

1. Prepare a written proposal to budget and procure the necessary hardware and software to implement an Electric Citation Program.
- B. Evaluate Voice Activation Technology- Voice activation technologies provide a myriad of opportunities for law enforcement. An officer who can check the status of a drivers license, auto tag or check a wanted person by using voice interaction with a vehicle-mounted computer is not only more efficient but is also increasing officer safety. Officers are able to take their eyes and hands off of the computer and stay abreast of the situation around them.

Performance Measures:

1. Arrange and facilitate a product demonstration of voice activation products.
- C. Evaluate License Plate Reader Technology- License plate readers automatically take digital photos of license plates within reading range and scan those plates for stolen autos, wanted persons associated with autos or for other reasons associated with government computer databases. This emerging technology will allow patrol officers to be much more efficient and successful in locating and arresting individuals who are stealing cars.

Performance Measures:

1. Conduct product tests on at least two separate license plate reader products within the duration of this plan.
 2. Evaluate the number stolen autos and wanted persons recovered within a thirty-day period by each product.
 3. Determine if the number of stolen vehicles and wanted persons recovered (item 2 above) makes it cost-effective to procure license plate readers.
- D. Complete Department-Wide Transition to Digital Technology- Digital photography, video recordings and voice recordings are much easier to store and share, while providing a higher quality product than traditional means. The Marietta Police Department has already made significant progress in our transition to digital technology. We intend to complete that transition before the end of 2008.

Performance Measures:

1. Procure sufficient digital cameras and recorders to complete the department-wide transition to digital technology.
- E. Evaluate Electronic Control Devices (ECD's)- ECD's are less than lethal weapons that are proven to stop an aggressive suspect without requiring a physical confrontation between officers and the suspect. ECD's reduce officer and suspect injuries by reducing or eliminating the need for hands-on force or other less than lethal weapons that pose the risk of greater harm.

Performance Measures:

1. Develop a proposed standard operating procedure to govern the application of ECD's by August 31, 2008.
2. Vet the use of ECD's through the City elected officials via the established process.
3. Assuming a consensus concerning the use of ECD's, arrange funding and procure ECD devices.
4. Establish and implement a department level training program for all officers certified to use ECDs.

F. Coordinate with MIS Department to Enhance Wireless Capabilities- The technological advances in wireless technology today create vast opportunities for law enforcement. The MPD plans to utilize wireless technology to provide officers in the field instantaneous intelligence and records information that makes them more effective and efficient.

Performance Measures:

1. Install "air card" wireless products in MPD Patrol vehicles.
2. Develop a list of Internet links for on-board computers and officers in the field.





Aristotle once said, “Excellence is an art won by training and habituation”. Training is indeed the key to top performance, and the Marietta Police Department strives to provide an abundance of training opportunities to all employees.

III. GOAL: IMPROVE TRAINING OF PERSONNEL

Strategies

- A. Develop a Training Facility Proposal- The Marietta Police Department has never had a firing range within the city limits and is in urgent need of such a facility. Further, the police, fire and other departments of the City could benefit greatly from a city training facility to be used jointly for all training purposes. Therefore, the MPD intends to spearhead this initiative in our Strategic Plan.

Performance Measures:

1. Initiate meetings/discussions with Marietta Fire & City Board of Lights & Water to potentially partner on development of a multi-purpose City training facility.
 2. Conduct a comprehensive needs assessment for a City training facility.
 3. Identify a potential location and funding source for a City training facility.
 4. Complete a formal capital funding proposal for a City training facility by December 31, 2008.
- B. Develop Use of Force Simulator Proposal- Use of force simulators provide officers with lifelike training such as “shoot or don’t shoot” decision-making scenarios. The MPD plans to acquire a simulator to supplement

and improve our current use of force training and continually sharpen officer skills.

Performance Measures:

1. Research and evaluate alternative simulator products.
2. Identify potential funding sources for a simulator.
3. Develop a procurement schedule.
4. Complete a written proposal to procure a new use of force simulator by September 1, 2008.

- C. Develop a Driver Training Program- Officers drive every day under a wide variety of weather, light and emergency conditions. Driving is a major cause of injury and death for law enforcement officers. In order to lower the level of injuries to officers, injuries to third parties and reduce property loss, the MPD will develop a state of the art driver-training program for our officers.

Performance Measures:

1. Conduct a national search for best practices in the area of police driving training courses.
2. Design a departmental driving course incorporating best-practices principles.
3. Schedule MPD members to attend the new MPD driver-training course by December 31, 2008.

- D. Research, Evaluate & Develop a Stress Management Course- The career of law enforcement is a very stressful occupation. Medical professionals have proven that reducing stress reduces absenteeism, turnover, and errors; and adds quality years to an individual's life. The MPD is dedicated to helping officers live a long and healthy life. In order to reduce stress, absenteeism, injuries, turnover and errors the department will develop a cutting-edge stress management course.

Performance Measures:

1. Assign training unit to review best practices of existing courses.
2. Develop a proposed curriculum for an MPD course.
3. Obtain MPD senior staff approval of proposed course.
4. Schedule and conduct the course.



Total Quality Management (TQM) holds that all members of an organization participate in improving processes, products, services and the culture in which they work. The Marietta Police Department practices the tenets of TQM by constantly studying the structure of our organization and ensuring that our practices best meet the needs of the community we serve.

IV. GOAL: STUDY OUR ORGANIZATIONAL STRUCTURE

Strategies

- A. Study Redesign of M-STAR Zones- The five M-STAR zones currently being utilized were developed in 2000 when M-STAR was originally implemented. Over time, the demographics and nature of those zones have changed and it is important that we study the zones and make necessary adjustments to ensure that our resources are being deployed in the most effective means possible.

Performance Measures:

1. Analyze the number of calls for police service, crime, geography, and socio-economics of each zone to determine if there is balance.
 2. Adjust zone boundaries as necessary to enhance efficiency and effectiveness by July 1, 2008.
- B. Study Current & Future Allocation of Personnel- In order to ensure that the MPD has sufficient resources we must actively monitor our staffing levels to ensure that we are properly staffed to carry out programs and activities that our community deserves and expects. We will review all

assignments, determine appropriate personnel for those assignments and redistribute or request personnel where necessary.

Performance Measures:

1. Analyze calls for service, crime trends, investigative priorities and Investigative case closure rates in order to determine the most effective allocation of personnel.
 2. Make schedule and shift adjustments as indicated by analysis.
 3. Empanel a recruitment committee and charge them with finding ways to update and upgrade departmental recruitment efforts.
- C. Study Organizational Design- Just like any organization, a police department must be structured in such a way that its components work together fluidly to achieve its goals and objectives. What is very effective today may very well not be effective in the future. Constant monitoring and adjustment of organizational design is a requirement of an effective organization. We will study the units, assignments and chain of command of the MPD to ensure that it is designed as effectively as possible to achieve its goals and objectives.

Performance Measures:

1. Analyze organizational structure in terms of functional priorities (form should follow function) in order to streamline the organizational design by July 1, 2008.
2. Consider civilianizing positions unnecessarily filled by sworn officers in order to get maximum officers on the street.





In regard to emergency preparedness, failing to plan is indeed planning to fail. In order to ensure the safety of our community, the Marietta Police Department is dedicated to being prepared for the unexpected.

V. GOAL: IMPROVE DEPARTMENTAL EMERGENCY PREPAREDNESS

Strategies

- A. Develop an All Hazards Emergency Operations Manual- The key to surviving an emergency situation is proper planning. The MPD is committed to planning for as many critical incidents as possible in order to provide stability to the community.

Performance Measures:

1. Revise/Develop an All Hazards Emergency Operations manual to include general plans concerning emergency mobilization scheduling, equipment and utilization of the National Incident Command System (NIMS) by July 1, 2008.
 2. Develop and include in the All Hazards Emergency Operations Manual:
 - a. Pandemic Flu Contingency Plan
 - b. Tornado Contingency Plan
 - c. Widespread Power Outage Contingency Plan
 - d. Emergency Evacuation Contingency Plan
 - e. Railroad Derailment Contingency Plan
- B. Assess Emergency Equipment Needs- First responders and personnel dedicated to maintain order during emergencies require special equipment.

The MPD will assess our current equipment inventory and work to procure necessary new equipment.

1. Analyze all hazards emergency response – best practices equipment needs and prepare a report to the Chief concerning needs identified as well as the rationale for each need; by March 1, 2008.
2. Consider protective masks, protective clothing, command post equipment and ballistic helmets for all officers among the list of equipment needs.
3. Prepare necessary procurement requests for approved equipment needs including possible outside funding sources.





Pro-active police officers have a greater opportunity to affect crime reduction and serve citizens. Police officers who are tied-up answering false alarm calls or taking non-critical reports are spending time that could otherwise be devoted to pro-active activities. The Marietta Police Department therefore intends to increase the time available for police officers to fight crime and improve quality of life for citizens.

VI. GOAL: REDUCE CALLS FOR SERVICE & TIME HANDLING CALLS

Strategies

- A. Implement Alarm Ordinance to Reduce False Alarms- In 2006, the Marietta Police Department responded to 9,317 alarm calls. In answering alarm calls, it is standard police protocol for two officers to respond. Of the alarms dispatched in 2006, 98.6 percent were false alarms. This resulted in 3,882 man-hours dealing with false alarms. In monetary terms, those man-hours equate to \$135,872. Therefore, the department proposed a new alarm ordinance and the Mayor and City Council enacted the ordinance to become effective October 1, 2007. This goal therefore is to implement the ordinance in a manner that reduces unnecessary calls for service, i.e., false alarms.

Performance Measures:

1. Develop and implement the administrative and information systems necessary to have the ordinance become operational by September 15, 2007.
 - a. Procure and install approved computer software to manage alarm tracking.

2. Prior to October 1, 2008, implement appropriate advance public information notices to inform the public of the implementation of the ordinance.
 3. Conduct a familiarization class for alarm company representatives in September 2007.
 4. Plan and schedule alarm ordinance classes for alarm users to attend in lieu of their first fine for false alarms by October 1, 2007.
- B. Evaluate Alternative Reporting Methods by Developing Proposals- Officers now spend many man-hours taking reports for minor offenses and in many cases for non-criminal activity. Developing alternative methods of reporting such as taking reports online, by phone or using a civilian to respond to certain types of calls will allow officers to concentrate their time and efforts on initiatives that will reduce crime and increase quality of life for citizens.

Performance Measures:

1. Pilot best practices in the Southeast Region in this area and identify the method(s) that would be best for MPD.
2. Prepare a written proposal to the Chief of Police concerning an alternate reporting method for MPD by March 2008.



Marietta Police Department Philosophy

It is the philosophy of the Marietta Police Department to provide professional services to our community through the combined efforts of a committed team of men and women working together toward one common objective: providing high quality, efficient and effective service to all citizens. We display professionalism, honesty, integrity and courage at all times in the performance of our duties.

We dedicate ourselves to the protection of life and property by forming a partnership with our community, providing a foundation for the prevention of crime by employing all available resources. We earn and maintain respect by being sensitive to the needs of the community and adopting innovative approaches to address mutual concerns.

We are committed to the highest standards of professional training, providing our men and women with the tools to meet their career goals and efficiently and effectively satisfy the needs of our citizens. We foster a culture which promotes a career of honor with personal and professional growth and achievement.

We enforce all local, state, and federal laws equally while protecting the constitutional liberties of our citizens. We remain committed to excellence and ever vigilant in our endeavor to serve and protect the community.



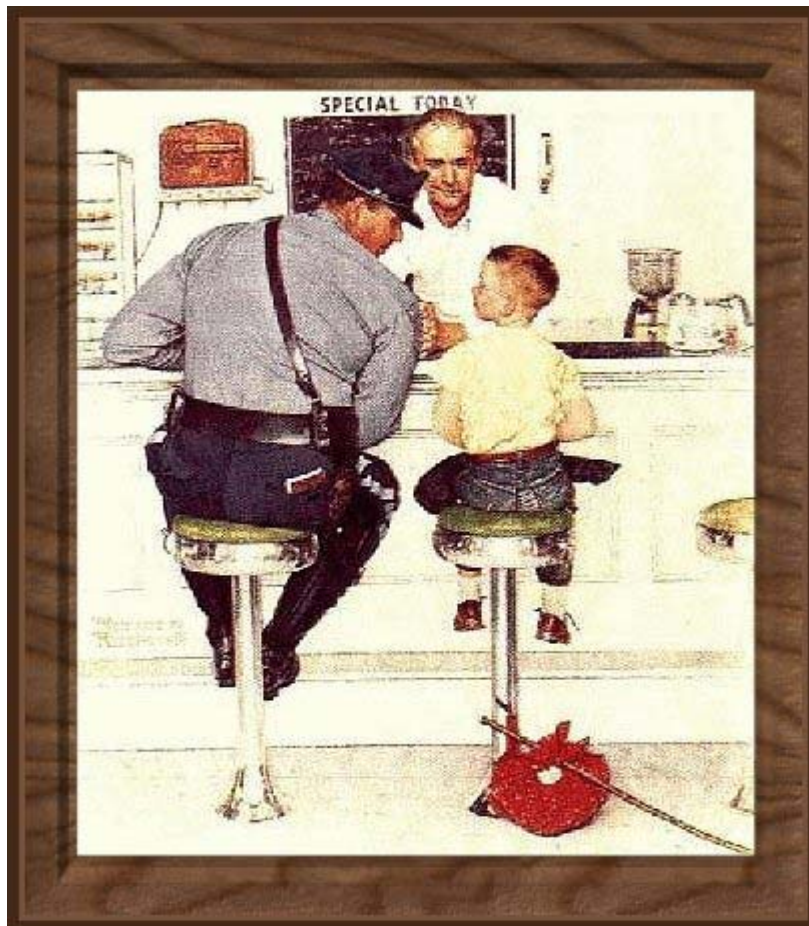
Officer Injuries

The men and women of the Marietta Police Department serve and protect the citizens of Marietta and those who visit our community. The department ensures that officers carry cutting edge equipment and are trained to a very high standard. However the unfortunate fact is that law enforcement is a dangerous profession and officers sometimes pay a personal price for their service. These statistics reflect injuries suffered by officers in the line of duty over the past three years.

2004: 16 officers injured, resulting in 1,658 hours of missed work.

2005: 13 officers injured, resulting in 874 hours of missed work.

2006: 18 officers injured, resulting in 299 hours of missed work.



For more information, please contact:

**Public Information Officer Mark Bishop
Marietta Police Department**

240 Lemon Street

Marietta, GA 30060

Telephone (770) 794-5370

E-mail: mbishop@mariettaga.gov

Website: www.mariettaga.gov/police

